

DATE: AUG 10 1970

To : Professor David Hamburg
Chairman, Faculty Committee on Presidential Search

FROM : *Joshua Lederberg*
Dept. of Genetics

SUBJECT: Response to Faculty Questionnaire, Suggested names.

Dear Dave--

Richard Lyman stands out with unusual clarity as the most appropriate candidate to be considered for the Presidency of Stanford University. That his appeal can stand up to our close, working familiarity with him is an unusual testimony. I am sure he would be rated even more enthusiastically if he were at another institution and we did not take for granted already "owning" him.

Kingman Brewster and John Gardner are two other fine men whose credentials might be compared to Lyman's. But even if they were available, I would prefer Lyman for this particular role, in part because the others' interests and ambitions may be directed beyond the university in ways that, however socially beneficial, may not be in the best interests of an academic institution. Lyman has, above all, deep-rooted concerns and instincts about the integrity of academic scholarship, coupled with a realistic and well-articulated view of the role of the university in modern life.

We have the unique advantage of having been able to assess Lyman's capabilities on the job through his work as provost. It is remarkable how well he has earned the respect of every segment of the university community, and a well justified reputation for fair- and open-mindedness, while having maintained a tough defense of the university against innumerable assaults from every particular quarter.

I have not always agreed with his positions, but have never been able to doubt their validity. During his term as provost he has also learned how to strengthen the processes of building a consensus, without the impairment of authority. A man of his integrity and sense of responsibility often finds it difficult to delegate that responsibility to others, in the often justifiable belief that others may not meet his own standards; but I believe he has learned the practical arts of administration to a degree that is extraordinary for such a temperament, and which will effectively complement his sense and talent of leadership.

Lyman's appointment would also carry the bonus of an early resolution of the hiatus of authority at a particularly crucial time. This is not my principal reason for supporting his name, but it has important practical merit.

Sincerely,

Joshua Lederberg

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